

INTELLIGENCE PROCESS COURSE #4-77

13 July - 9 August 1977

Room 912  
Chamber of Commerce Building

Telephone Number:

25X1

Functional Training Division  
Office of Training

STAFF

25X1A

25X1

### COURSE OBJECTIVES

Upon completion of the Intelligence Process Course, the student will:

- Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.
- Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.
- Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the Intelligence Community to produce finished national intelligence.
- Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

INTELLIGENCE PROCESS COURSE #4-77  
13 July - 9 August 1977

Wednesday, 13 July

Room 912, C of C

0900-1000 Course Introduction

[REDACTED]  
Intelligence  
Training Branch,  
Office of Training

25X1A

- Administrative Affairs
- Presentations and Introductions
- Security Arrangements
- Overview and Requirements

1015-1130 The Intelligence Cycle

[REDACTED]  
ITB

25X1A

*U.S. positive foreign intelligence is presented as a continuous process involving close interaction between the policy-level user of foreign intelligence and collectors and analysts.*

1130-1300 Lunch

1300-1500 Requirements

*The establishment of collection goals and work priorities for both collectors and analysts is one of most important and frustrating tasks of resource managers. During this session, the formal and informal structures for determining what to collect will be explored.*

[REDACTED]  
Requirements and  
Evaluation Staff,  
Office of the  
Comptroller

25X1A

[REDACTED]  
Center for Policy  
Support

25X1A

[REDACTED]  
Center for the  
Study of Intelligence,  
Office of Training

25X1A

[REDACTED]  
Requirements and  
Evaluation Staff,  
Office of the Comptrolle

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1515-1615 Directed Reading:

- History of the Central Intelligence Agency, Senate Report, pp. 1-107 (to be read as time permits)
- A Guide to the National Intelligence Community's Production Organizations and Their Products
- Perspectives for Intelligence; 1976-1981
- The Director of Central Intelligence, Senate Report
- CIA Production of Finished Intelligence, Senate Report

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Thursday, 14 July

Room 912, C of C

0900-1045 Film: Scientific Intelligence in  
World War II

Many of the tenets and practices that underlie intelligence work today were developed in World War II. This film illustrates how finished intelligence, based on and including a meshing of requirements, all-source collection, analysis, and appropriate methods of presentation, affects policy decisions.

1100-1145 Classification and Compartmentation  ITB

25X1A

This session will be a brief review of compartmented clearances, what they mean, and when they are applied; it will include a definition of terms and an explanation of restrictions and caveats.

1145-1300 Lunch

1300-1400 Directed Reading:

-Communication Between the DDO and  
DDSGT on Human Source Collection

1415-1515 Film: A Point in Time

This film traces the development of today's overhead reconnaissance systems.

1530-1600 Film: (Restricted title)

This is a special film developed to explain a new imagery collection system.

Friday, 15 July

25X1

VISITS TO NATIONAL PHOTOGRAPHIC  
INTERPRETATION CENTER AND OFFICE  
OF IMAGERY ANALYSIS

0815 Bus Departs for NPIC

25X1A

0900-1230 Overview of Origin and Productivity of the NPIC/DDSGT

USAF  
Deputy Director, NPIC

25X1A

25X1A  
[redacted] overview will be followed by presentations by selected NPIC units on programs of the NPIC; the work of the imagery analyst/interpreter, collateral support; the interface between the Center and production elements of the Intelligence Community and other consumers; and projections into the near future.

IEG/NPIC (Introduction to IEG-Mission-Functions-etc.)

25X1A

IEG/NPIC  
(Photo Interpretation Examples)

25X1A

1230-1330 LUNCH

25X1A

1330-1545 Imagery Analysis Presentations and Tours

[redacted]  
Executive Officer, OIA  
CIA Coordinator

Overview of Office of Imagery Analysis responsibilities and productivity distinctions between the work of NPIC and OIA, programs and products, and analyst-to-analyst discussions.

1600 Bus Departs for C of C Building

Monday, 18 July

Room 912, C of C

0830-0915 Directed Reading:

-Selection of Clandestine Targets  
in the DDO

25X1A

0930-1015 Videotape: The DDO -- Today and  
Tomorrow

Associate Deputy  
Director for  
Operations

25X1A

*In [redacted] overview of  
the DDO, he focuses particularly on  
priority collection targets and  
assesses our performance.*

25X1A

1030-1200 Clandestine Collection of  
Information

[redacted]  
Center for the Study  
of Intelligence

*The focus is on the operations  
officer as collector in the intel-  
ligence process. The speaker also  
discusses the importance and means  
for continuing communications between  
operations officers and the analysts  
they serve.*

1200-1300 LUNCH

25X1A

25X1A 1300-1430 Collecting and Reporting from  
[redacted]

[redacted]

*Intelligence information from  
non-U.S. intelligence services con-  
stitutes a significant input to the  
U.S. system. The nature and scope of  
this information is described by an  
experienced officer.*

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1445-1630

FILM: Alpha I-70

Requirements Exercise

ITB Staff

Based on a prescribed scenario the students will develop a set of national intelligence requirements, to determine which intelligence collectors should be tasked with the selected requirements.

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Wednesday, 20 July

1E74, Headquarters

VISIT TO THE OFFICE OF CENTRAL REFERENCE

0900-0930 OCR Overview

25X1A

Chief, Document Services  
Group

0930-1015 SAFE

1015-1030 BREAK

1030-1045 Biographic Program

25X1A 1045-1100

Class will be divided according to area of  
interest

1200-1330 Lunch

1330-1415 Pictorial Services Branch  
Bio Film

1415-1430 Document Services Branch

1430-1445 Break

1445-1500 Acquisitions Program

GROUP A

GROUP B

1500-1530 Terminal Access Point - 1H1114

Library Tour - 1E41

1530-1600 Library Tour - 1E41

Terminal Access Pt.  
1H1114

25X1A Library to stress New York Times Information Bank,  
[redacted], Automation, etc.

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Thursday, 21 July

Room 1A13,  
Headquarters

25X1A

0900-1200 The Analyst at Work in Scientific Intelligence (OSI)

Deputy Chief, Nuclear Energy Division, Office of Scientific Intelligence

25X1A

*A senior intelligence officer describes the nature and scope of scientific intelligence production and its significance to national security decision-making. Sources tasking, and analytic methodologies are discussed in case study presentations.*

25X1A  
liferation,

1200-1330 LUNCH

1330-1600 The Analyst at Work in Weapons Intelligence (OWI)

Deputy Director, Office of Weapons Intelligence

25X1A

Aerospace Vehicle Analysis Division/OWI (Telemetry Analysis)

25X1A

*A discussion of the alt-source approach to analysis of foreign missile and space activity; case studies of weapons systems.*

Naval Systems Division/OWI

25X1A

System Analysis)

25X1A

25X1

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Monday, 25 July.

0830 Bus Departs for Ames Building

0900-1200 VISIT TO THE OFFICE OF GEOGRAPHIC AND CARTOGRAPHIC RESEARCH Room 1207, Ames Building

Geography in Intelligence Analysis

*The Director of OGCR/DDI discusses geography as an element of national power, geographic research in CIA, and the role of cartography in the analysis and presentation of intelligence.*

*Other presentations will give particular attention to focus on particular OGCR projects*

[redacted]

OGCR Coordinator

[redacted]

Chief, Geography Div.

[redacted]

Geography Division

[redacted]

Environment and Resource Analysis Center

25X1A

25X1A

25X1A

25X1A

25X1A

25X1A

1330 Bus departs Ames Building for C of C Building

1400-1600 Review Discussion

[redacted]

Geography Division

[redacted]

Environment and Resource Analysis Center

[redacted]

Environment and Resource Analysis Center

25X1A

25X1A

25X1A

25X1A

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Tuesday, 26 July

Room 912, C of C

0900-0945 Principles of Good Agency  
Writing  
25X1A

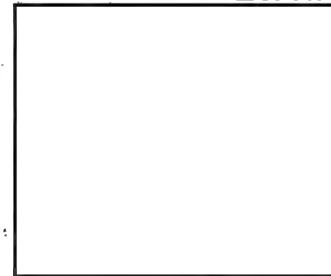
ITB

25X1A

*[redacted] discusses the importance of clear, concise prose in intelligence reporting and production and outlines the writing requirements of the various Directorates.*

1000-1200 Panel of DDI Editors

25X1A



*Working-level editors will discuss their role in intelligence production and the special problems that arise in processing intelligence for final dissemination to the consumer.*

1200-1300 LUNCH

1300-1630 Short Writing Exercise

25X1A



*In this first writing exercise, the class will work from a packet of intelligence information reports to produce a short item of finished intelligence using the principles outlined in the morning session.*

Wednesday, 27 July

Room 912, C of C

0900-1030

DIRECTED READINGS

1045-1115 Film: Printing for Intelligence

*This film portrays the Printing Services Division's support activities in behalf of all of the Agency's directorates.*

1130-1300 LUNCH

25X1A

1300-1400 Strategic Warning Staff

[redacted] Deputy Director, SWS

*This interagency staff is responsible for monitoring possible major threats to the national security of the U.S. The staff concentrates its attention on military events.*

1415-1515 Analysis in the Defense Intelligence Agency (DIA)

25X1A

[redacted] Defense Intelligence Agency

*Analytical responsibilities and processes in DIA are the focus of this presentation. [redacted] a senior DIA analyst, will illustrate these through a series of case studies.*

25X1A

1530-1615 Preparation for Briefing Exercise

Thursday, 23 July

Room 1A13,  
Headquarters

0900-1200 The Analyst at Work in  
Political Research (ORPA)

25X1A  
[redacted]  
Director, Office of  
Regional and Political  
Research

Short-term analysis and long-range  
research are combined in this recently  
formed office. Attention is also  
given to multidisciplinary studies,  
and to the application of new  
methodologies. Following an overview  
by [redacted] analysts will discuss  
specific projects and analytical  
processes.

25X1A

1200-1330 LUNCH

25X1A

1330-1430 Presenting the Product (PPG)

25X1A

[redacted]  
Chief, Publications  
and Presentations  
Group

25X1A

Our consumer's receptivity to [redacted] (Video Disc  
Agency analysis depends to a consid- Demonstration)  
erable measure upon how the product  
is presented. [redacted] will  
discuss ways in which his Group deals  
with the problems of style and  
format. He will offer insight into  
the potential for new methods for  
presenting intelligence to the  
consumers.

25X1A

1445-1615 Center for Policy Support (CPS)

25X1A

[redacted]  
Director, Center  
for Policy Support

This newly established center in  
the Office of the DDI seeks to define  
intelligence needs in support of  
policy interests. It is intended to  
serve as a contact point between the  
intelligence producers and the policy  
makers.

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Friday, 29 July

Room 1A13,  
Headquarters

25X1A

0900-1200 The Analyst at Work in Strategic Research (OSR)

*An overview of the intelligence production activity of the Office Strategic Research is followed by discussions of specific analytical programs in support of current intelligence needs for ORPA the National Intelligence Officers, and others; case studies of selected research reporting are discussed as to content and methodologies employed.*

1200-1330 LUNCH

1330-1630 The Analyst at Work in Economic Research (OER)

*The overall responsibilities and productivity of the Office of Economic Research, several economic case studies illustrate the type of finished intelligence production in OER and the research strategies employed.*

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Monday, 1 August

Room 912, C of C

25X1A

0900-1030      Intelligence Analysis in  
                  "Crisis" Management

Intelligence Community  
Staff

25X1A

[redacted] discusses intelligence  
analysis in crisis management and  
describes current and future  
systems for alerting and warning.

1045-1615      Oral Presentation Exercise

25X1A

11B

Participants present a  
5-7 minute briefing on a subject  
of their choice; simple visual aid  
suggested; student and instructor  
critiques.

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Tuesday, 2 August

Room 1A13,  
Headquarters

0900-1030 The National Intelligence Officer

Two NIOs will discuss their responsibilities and activities of senior substantive intelligence officers.

1045-1200 Congress as Intelligence Consumer

25X1A

[redacted] discusses Congressional use of finished intelligence and the evolving Congressional view of the importance of sound intelligence

1200-1300 LUNCH

1300-1400 Intelligence for the President (CRG)

25X1A

[redacted] discusses the preparation and presentation of intelligence to the President on a daily basis.

1415-1545 Briefing and Tour of the CIA Operations Center

The Agency's 24-hour control center, the Operations Center, alerts Agency officials to critical events and is CIA's after-hours contact point to the Intelligence Community and the White House.

25X1A

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Wednesday, 3 August

NSA Operations Bldg.

VISIT TO THE NATIONAL SECURITY AGENCY

*This program at Fort Meade  
orients the class to the broad  
responsibilities of NSA.*

25X1A

0745 Bus Departs Headquarters (Main  
Entrance) for NSA

0845 In-Processing and Program  
Introductions

0900-1600 Briefings and Tours

*Briefings given at NSA are  
designed to include NSA/Central  
Security Service mission and  
functions. Special attention is  
given to collection and communi-  
cations security problems.*

1610 Bus Departs NSA for Headquarters

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Thursday, 4 August

Room 912, C of C

0900-1030 Intelligence Production as Seen  
from Congress

Stanley Taylor  
Staff, Senate Select  
Committee

*A Congressional Staffer will  
discuss how a Congressman views  
and uses positive foreign  
intelligence.*

25X1A

1045-1215 Intelligence: The Consumer and  
Policy Implications

Chief, Central  
Staff, DDO

*The speaker, a senior DDO  
officer, will use his experience  
in Washington and abroad to  
discuss the use of intelligence  
by policy and decision makers.  
He will discuss some of the  
ways finished intelligence  
gets to decision makers and  
some of the realities of the  
relationship between intelligence  
and policy.*

1215-1315 LUNCH

1315-1415 Student Briefing Preparations

25X1A

1430-1600 Assessment of the Intelligence  
Process

Product Assessment and  
Improvement Division  
Office of Performance,  
Evaluation and  
Improvement,  
IC Staff

*Judging the quality and  
relevance of intelligence is a  
vital aspect of the intelligence  
process. This assessment of  
performance now concerns itself  
with the entire process, from  
definition of requirements,  
through collection, analysis,  
and production, to impact on  
national policy.*

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Friday, 5 August

Room 912, C of C

0900-1615 Oral Presentation Exercise II

[REDACTED]  
ITB

25X1A

Participants present a 5-7 minute briefing on a subject of their choice; simple visual aid suggested; student and instructor critiques.

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Monday, 8 August

Room 912, C of C

0900-1615 "Our Assessment Is . . ." Staff  
Class Exercise

*In this exercise, the class is divided into three independent teams, each tasked with preparing an oral presentation. The report will highlight both the positive workings and major problem areas in the intelligence process. Included will be recommendations for resolving the latter, and suggestions as to key areas deserving more study.*

25X1A

1500-1615 Panel of Former Career Trainees

Each panel member will briefly discuss his experience as a career trainee, his interim assignment and his present position. Sufficient time will be allowed for discussion.

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Tuesday, 9 August

Room 912, CofC

25X1A

25X1A 0845-0900 [redacted] will summarize for the class the Director's comments on the recent changes in the overall management of the intelligence community and the organizational changes in the CIA.

[redacted] Chief, Functional Training Division, OTR

0900-1045 Course Summary, Evaluations, and Closing Administrative Matters Staff

1100-1200 The Directorate of Intelligence Sayre Stevens  
Deputy Director for Intelligence

*Dr. Stevens will provide some perspective on the issues and problems which currently confront the Directorate of Intelligence.*

1215-1330 DUTCH TREAT LUNCH

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Intelligence Process Course -- Evaluation Form

Name \_\_\_\_\_ (Optional)

You will recall there are four principal objectives of the IPC. Now that you have completed the course, you should:

- Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.
- Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.
- Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the intelligence community to produce finished national intelligence.
- Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

The IPC undergoes continuous review and modification to achieve maximum utility, and any comments you make -- especially constructive suggestions for improvement -- will be valuable to us in designing the next course. (Use additional paper, if necessary, and do not feel confined to these specific questions; if you wish to discuss any relevant topic, feel free.)

1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

Slight

Highly Satisfactory



ADMINISTRATIVE - INTERNAL USE ONLY

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2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

3. Identify the least effective presentations, visits or exercises and explain why.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

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## END-OF-COURSE DATA

DATE OF REPORT 18 Aug 77COURSE: Intelligence Process Course No. 4-77  
(TITLE & NUMBER)

RUNNINGS PER YEAR: \_\_\_\_\_

## STUDENT ENROLLMENT

ENROLLMENT CAPACITY	BEGINNING ENROLLMENT	UTILIZATION* (PER CENT)	NO. COMPLETING COURSE
20	2.5	125	25

## CLASS COMPOSITION

ORGANIZATION	DD/A	DD/I	DD/O	DD/S & T	DCI	OTHER	TOTAL
NO. OF STUDENTS	25						25

	GRADE	YRS IN AGC'Y	TIME IN JOB	AGE
RANGE	8-12	1-4		22-34
AVERAGE	9.4	*		27

Career Trainees: Most have not been in Agency a year

\*BEGINNING ENROLLMENT

= UTILIZATION

ENROLLMENT CAPACITY

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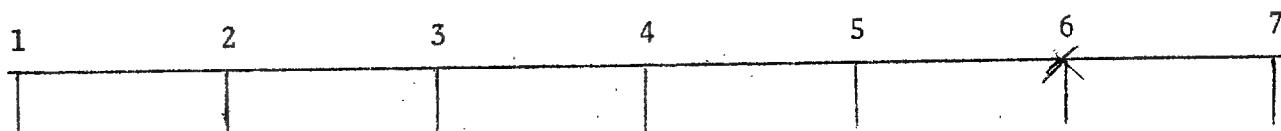
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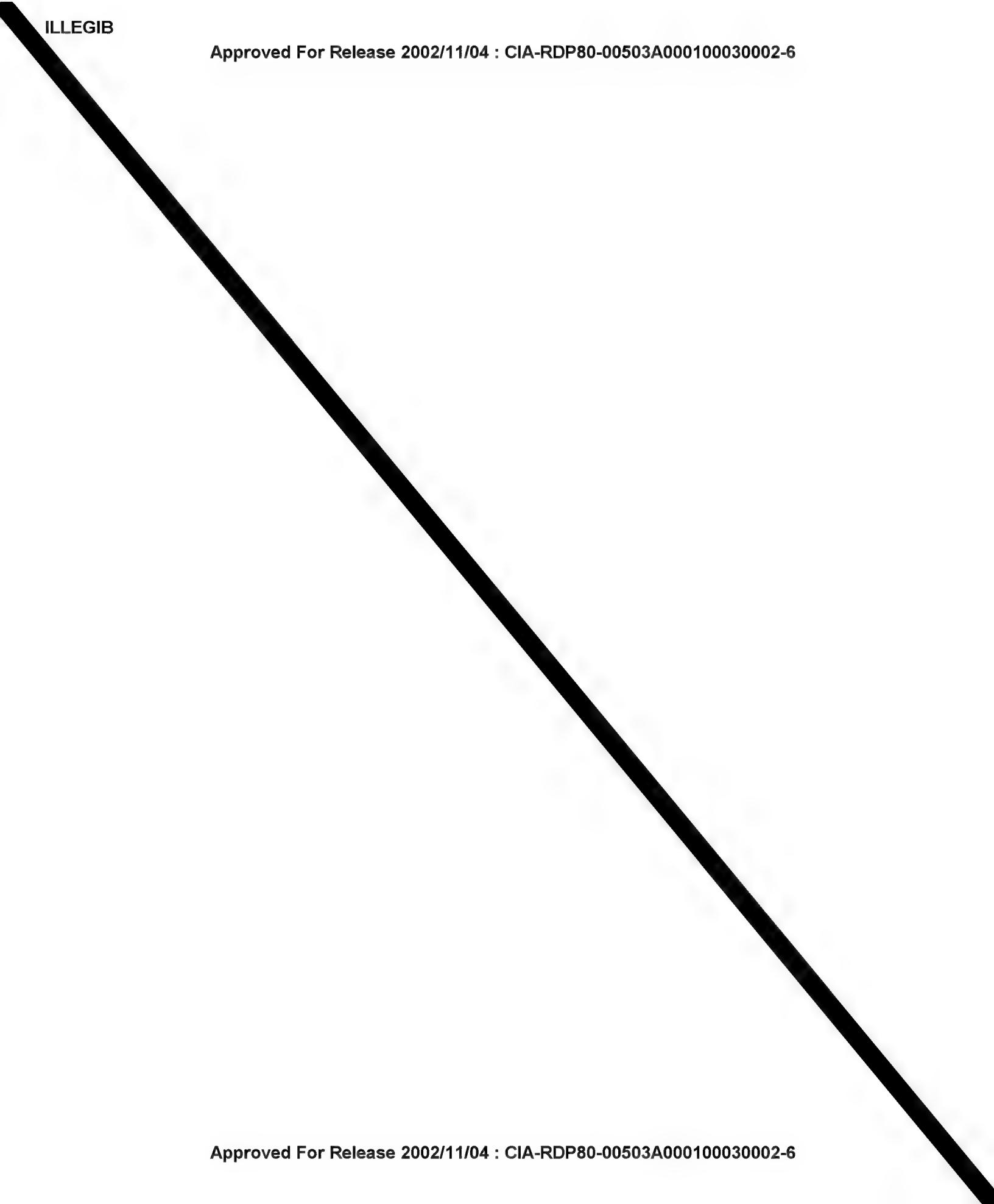
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Slight

Highly Satisfactory



ILLEGIB



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Intelligence Process Course -- Evaluation Form

STATINTL

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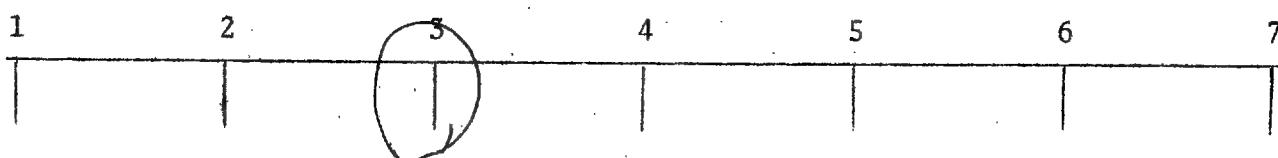
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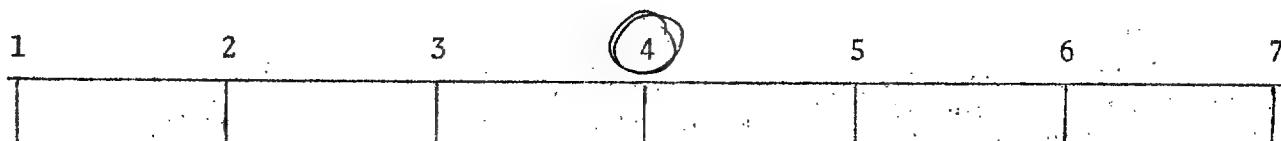
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Intelligence Process Course -- Evaluation Form

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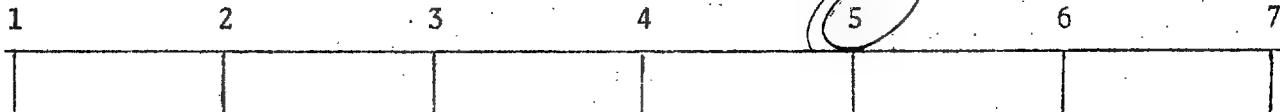
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Intelligence Process Course -- Evaluation Form

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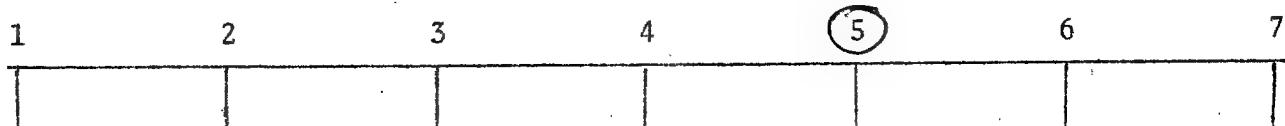
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1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

Slight

Highly Satisfactory



STATINTL

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Intelligence Process Course -- Evaluation Form

STATINTL

Name

(optional)

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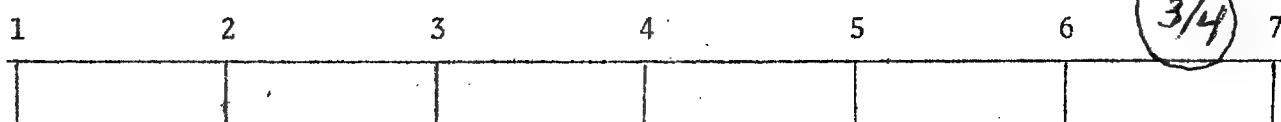
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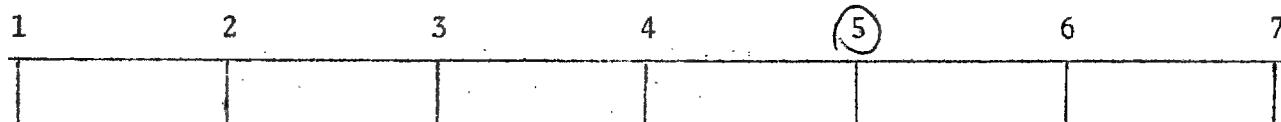
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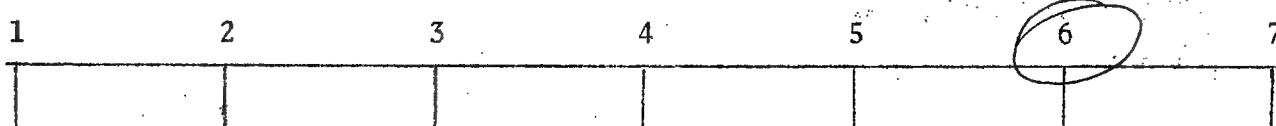
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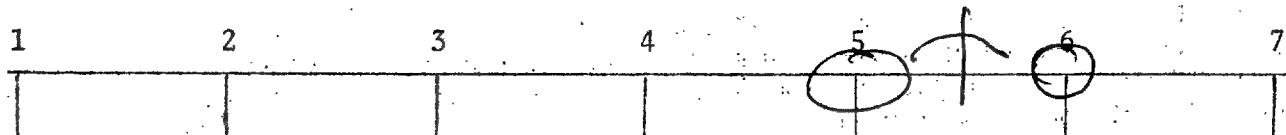
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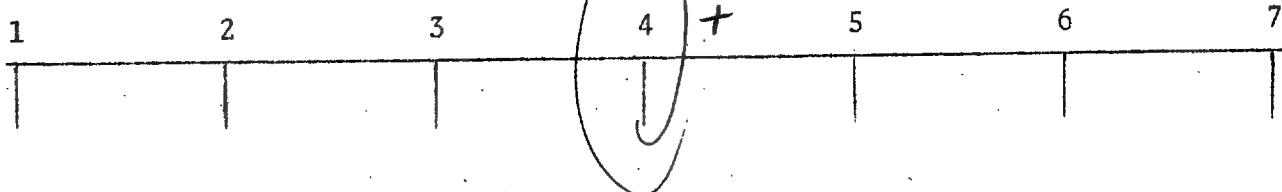
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Highly Satisfactory



2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

3. Identify the least effective presentations, visits or exercises and explain why.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

STAT

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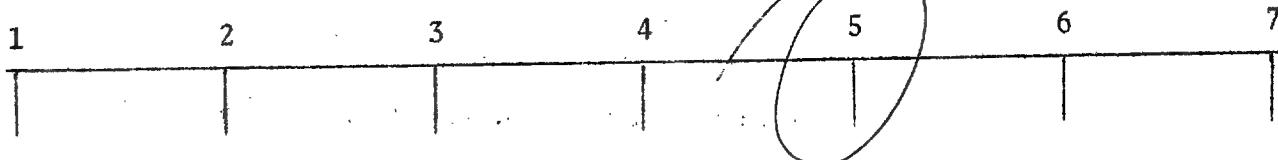
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Slight

Highly Satisfactory



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Intelligence Process Course -- Evaluation Form

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Name

a1)

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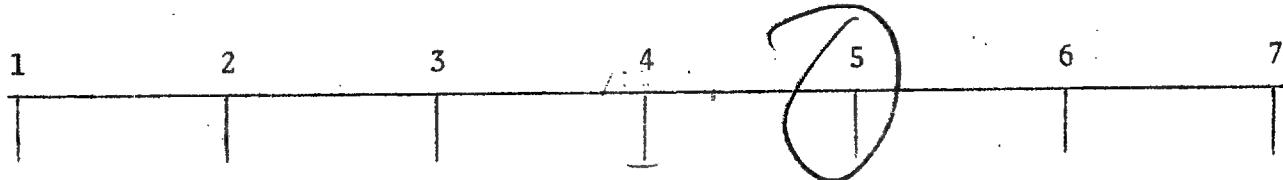
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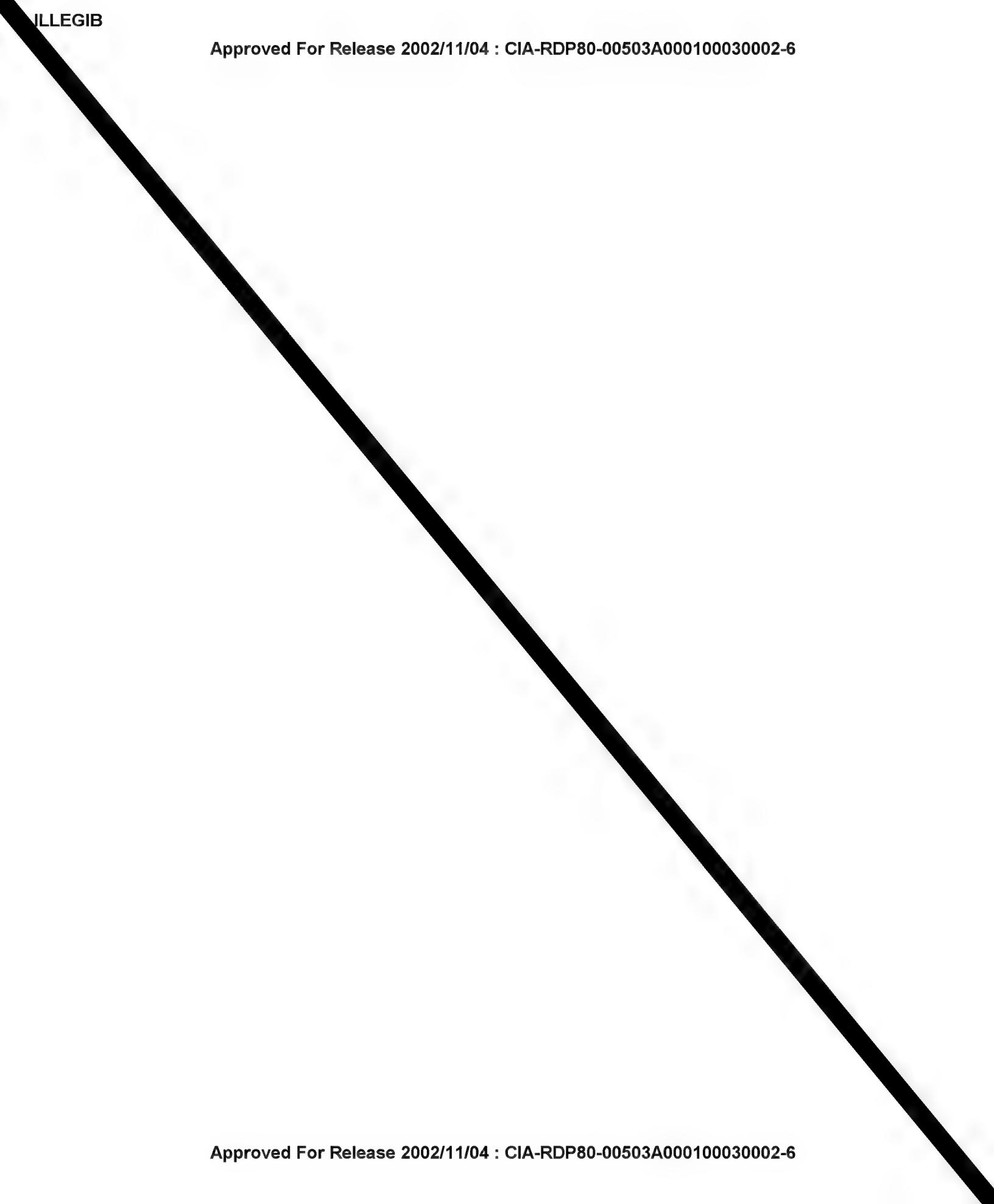
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ILLEGIB

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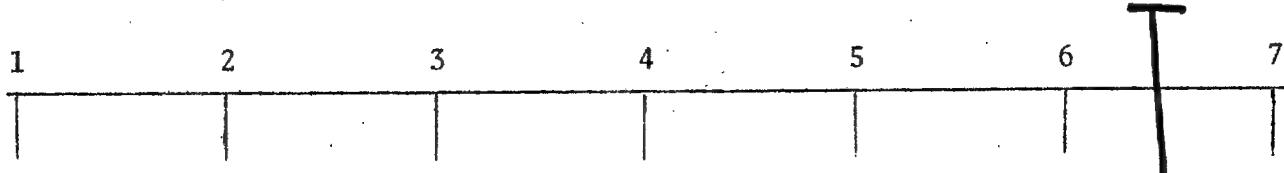
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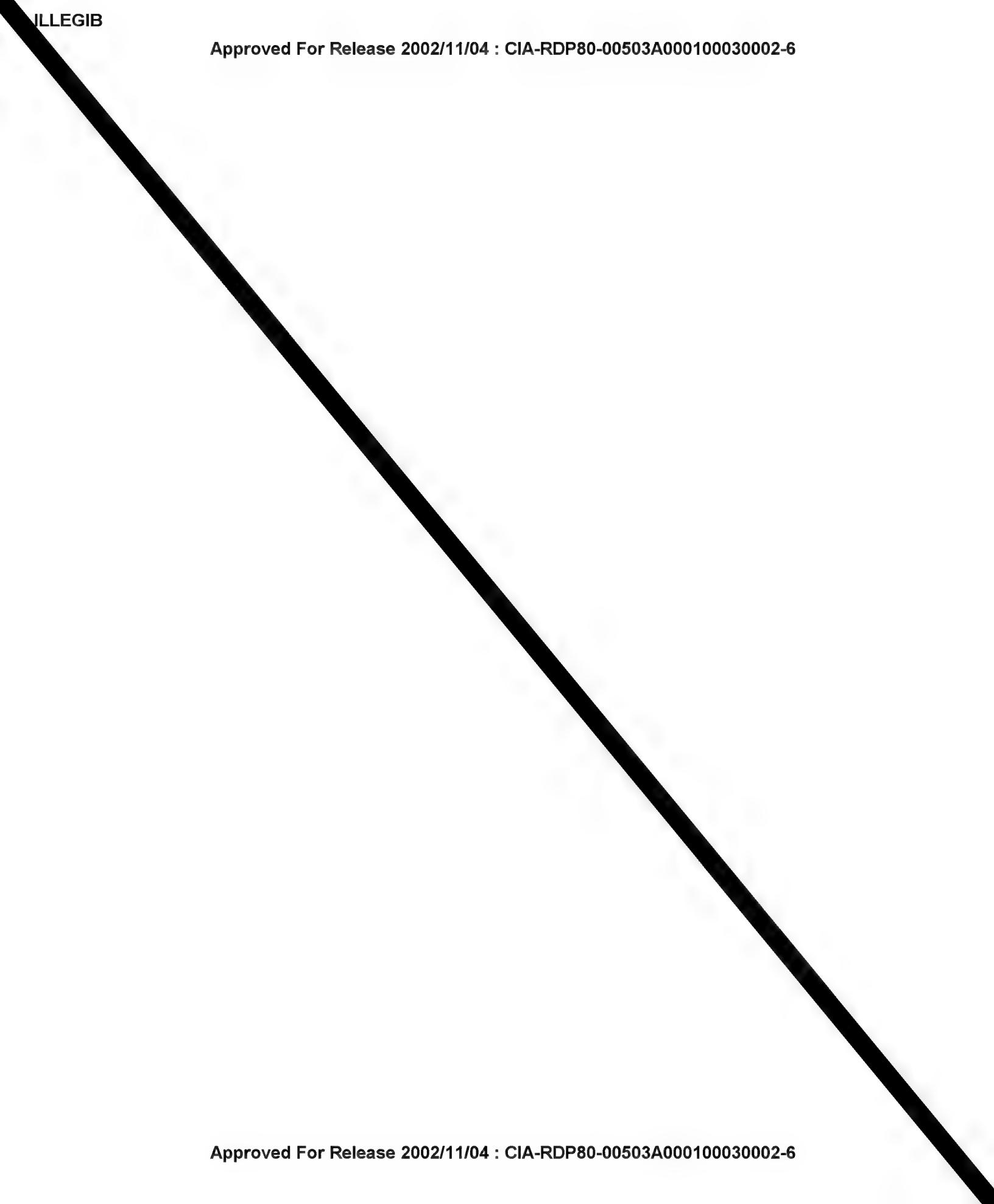
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STATINTL

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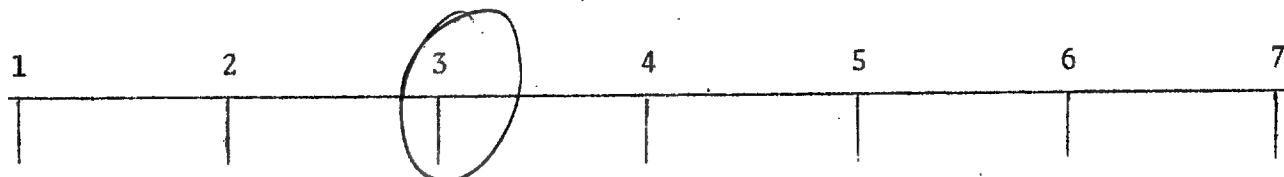
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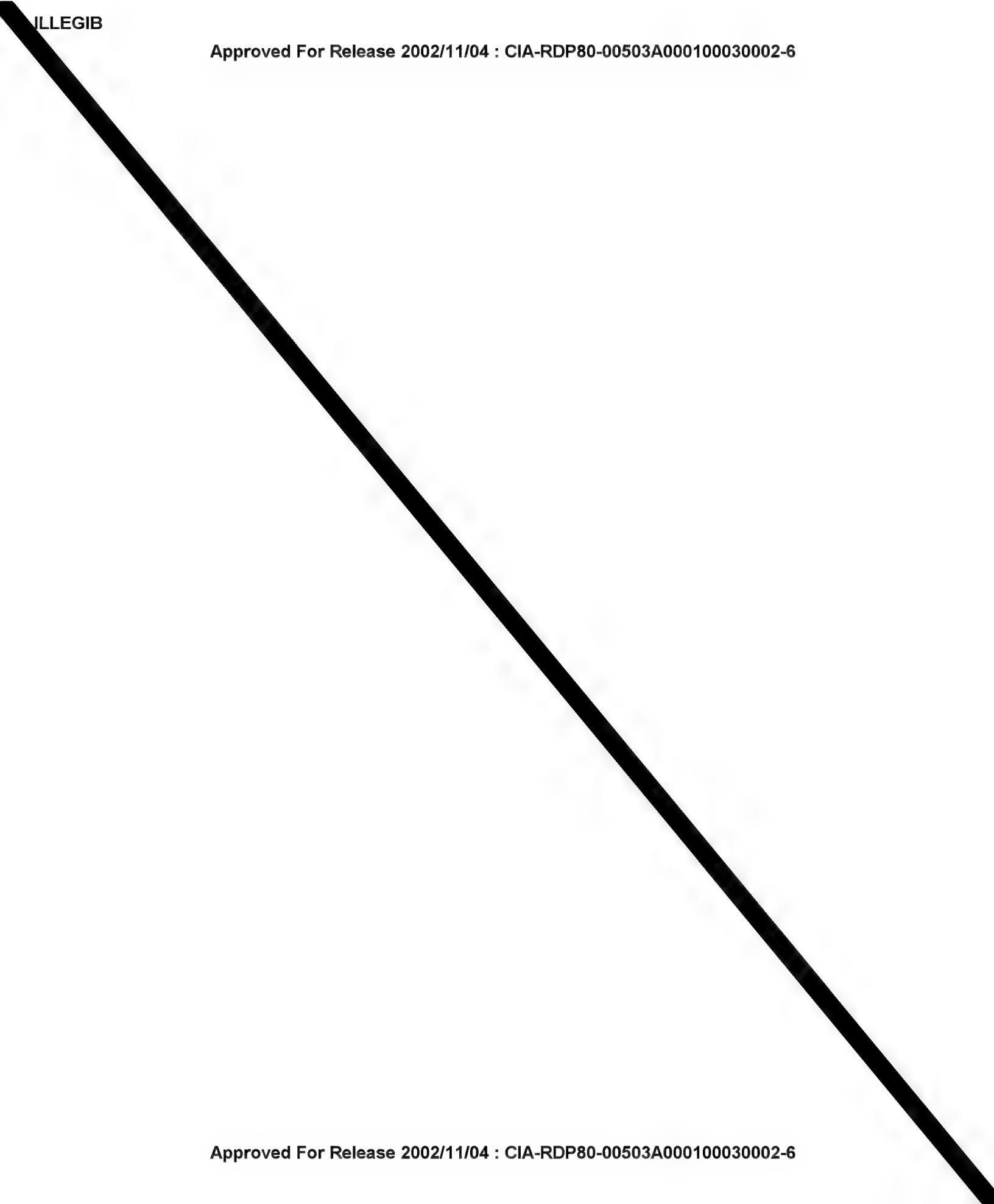
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Highly Satisfactory



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## Intelligence Process Course -- Evaluation Form

STATINTL

Name

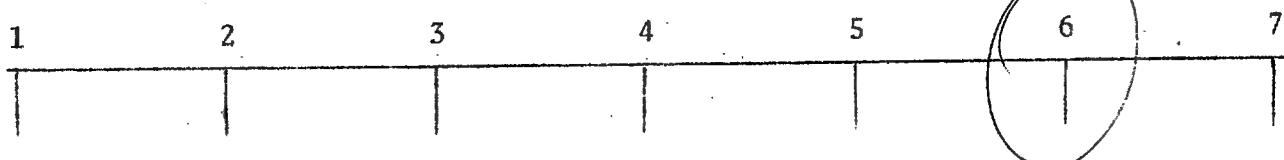
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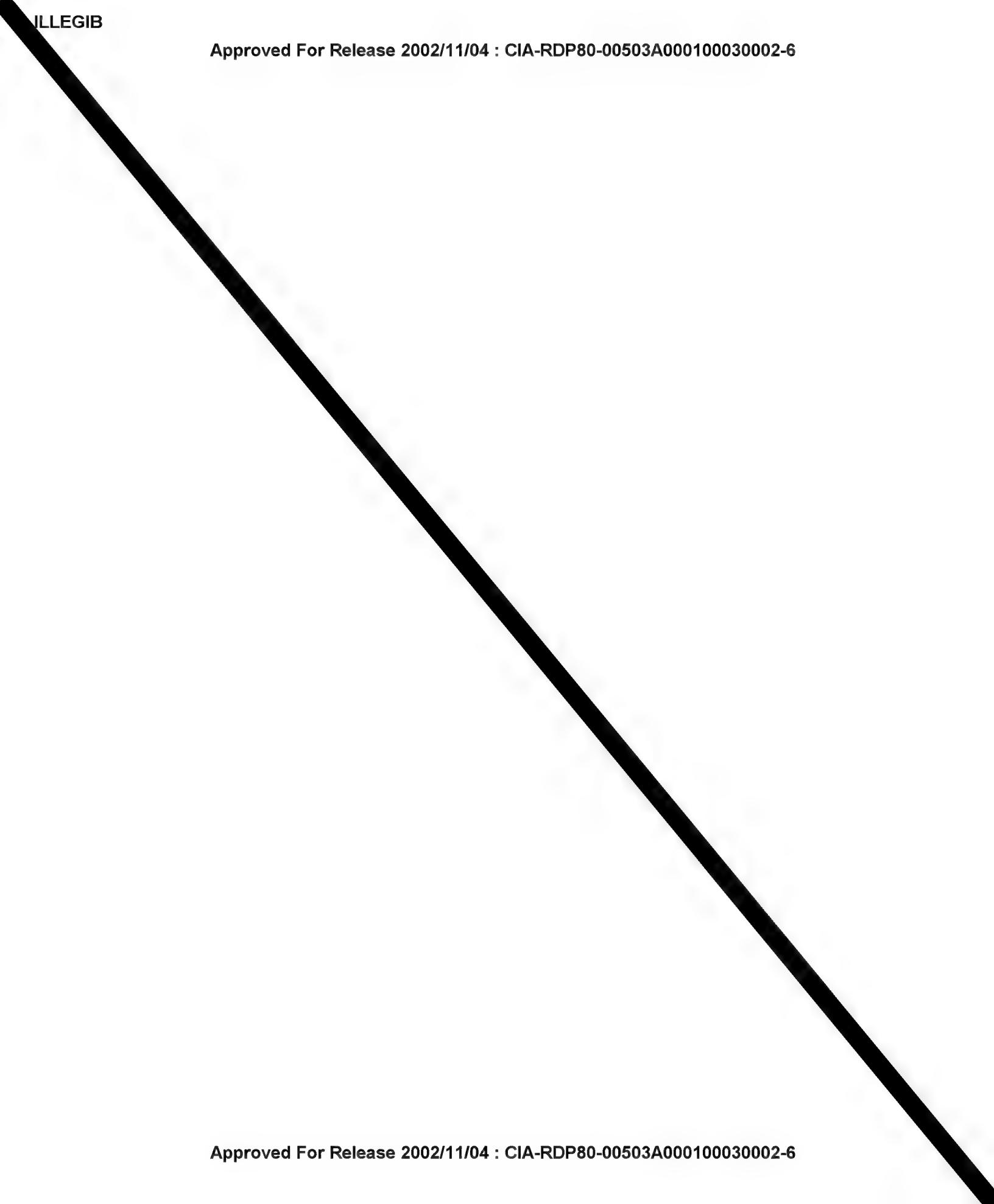
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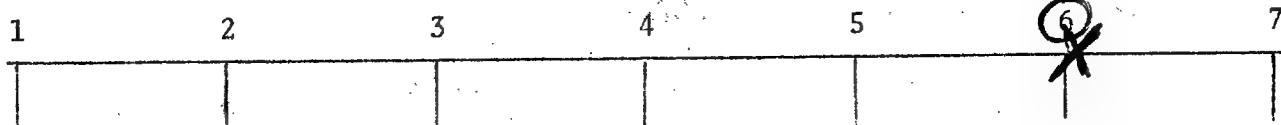
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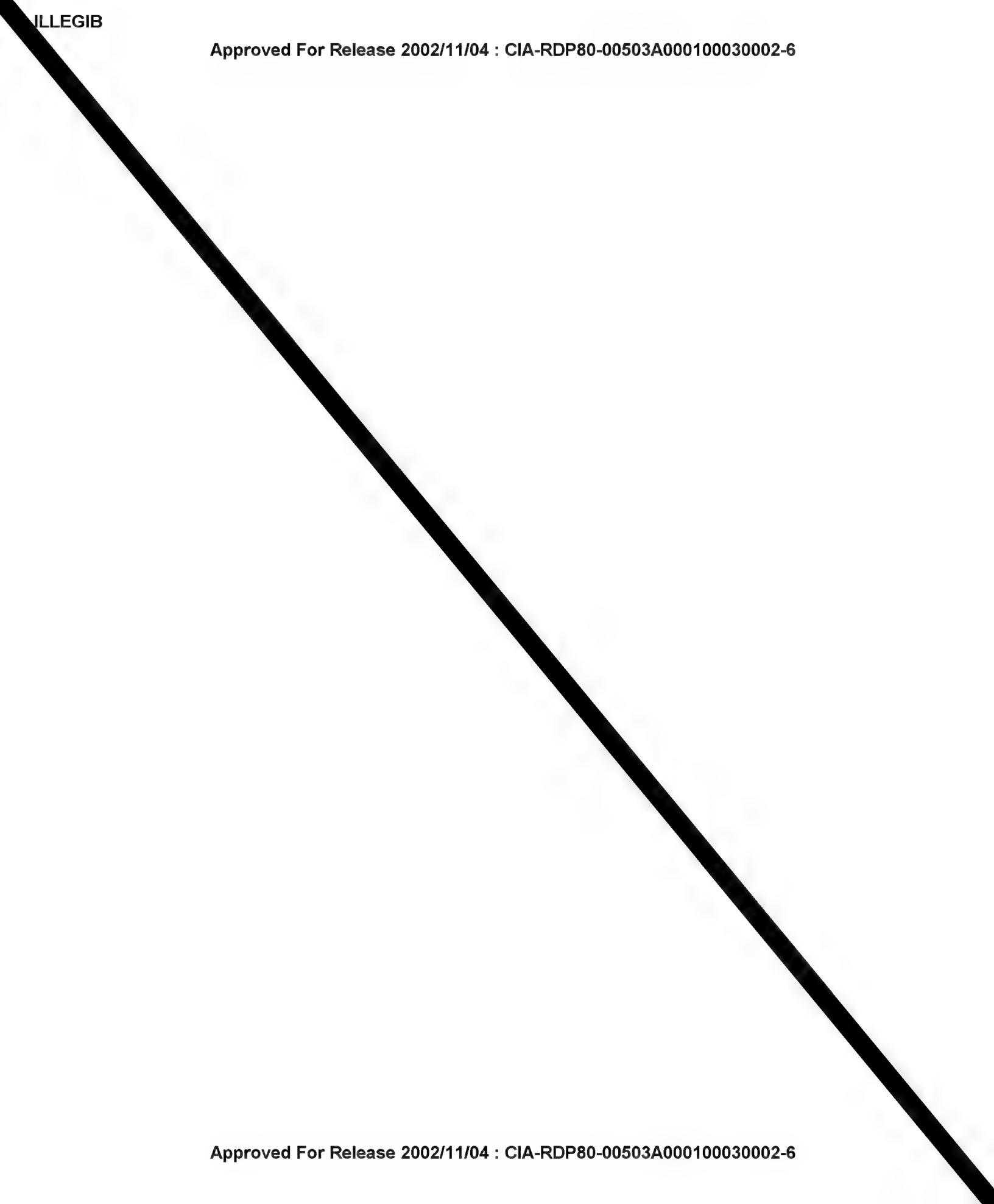
Slight

Highly Satisfactory



6

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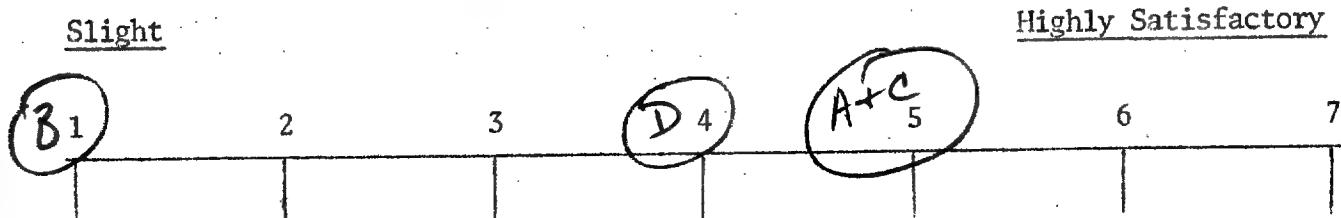
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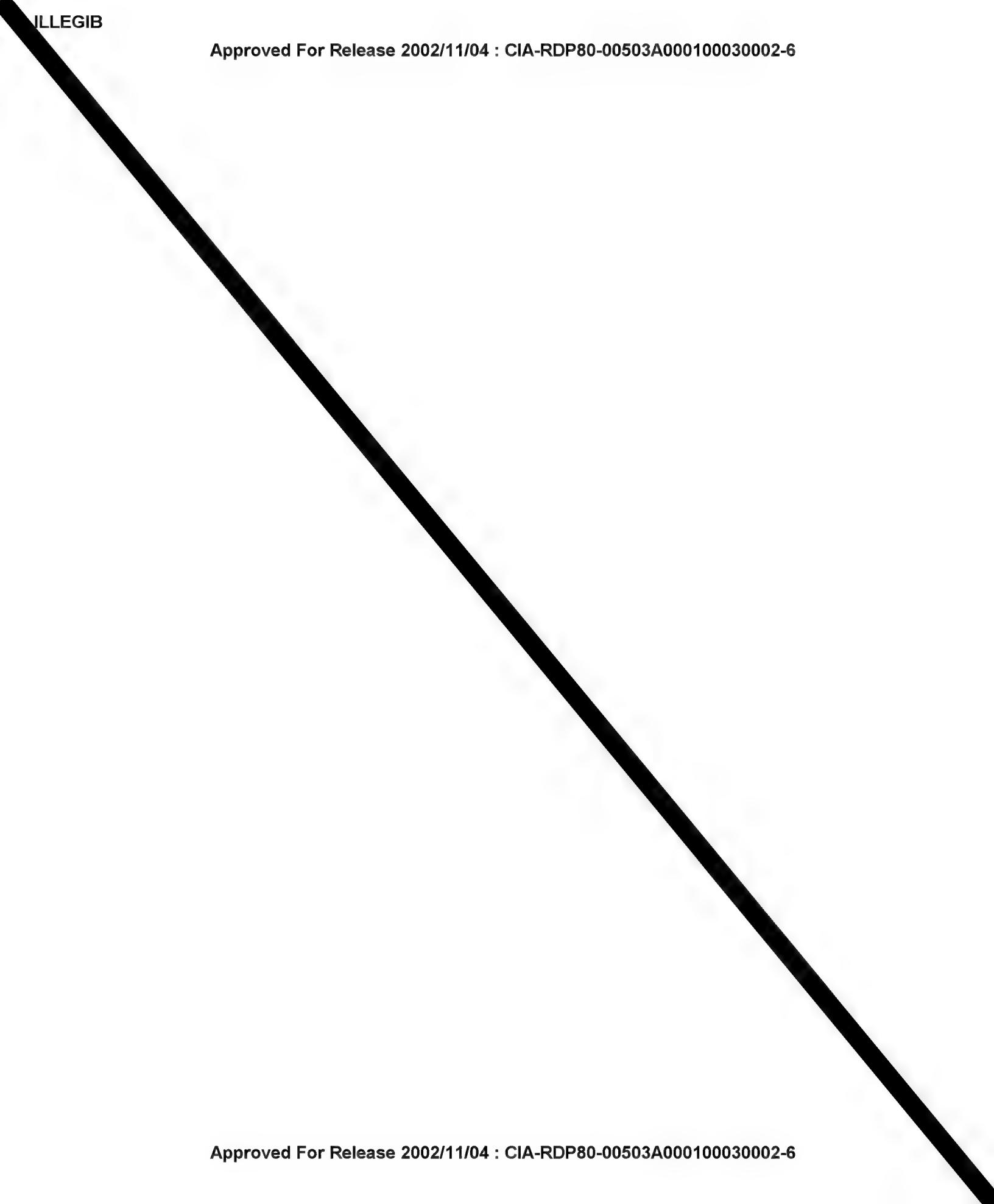
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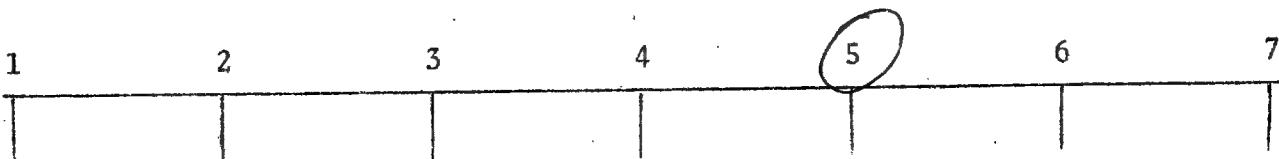
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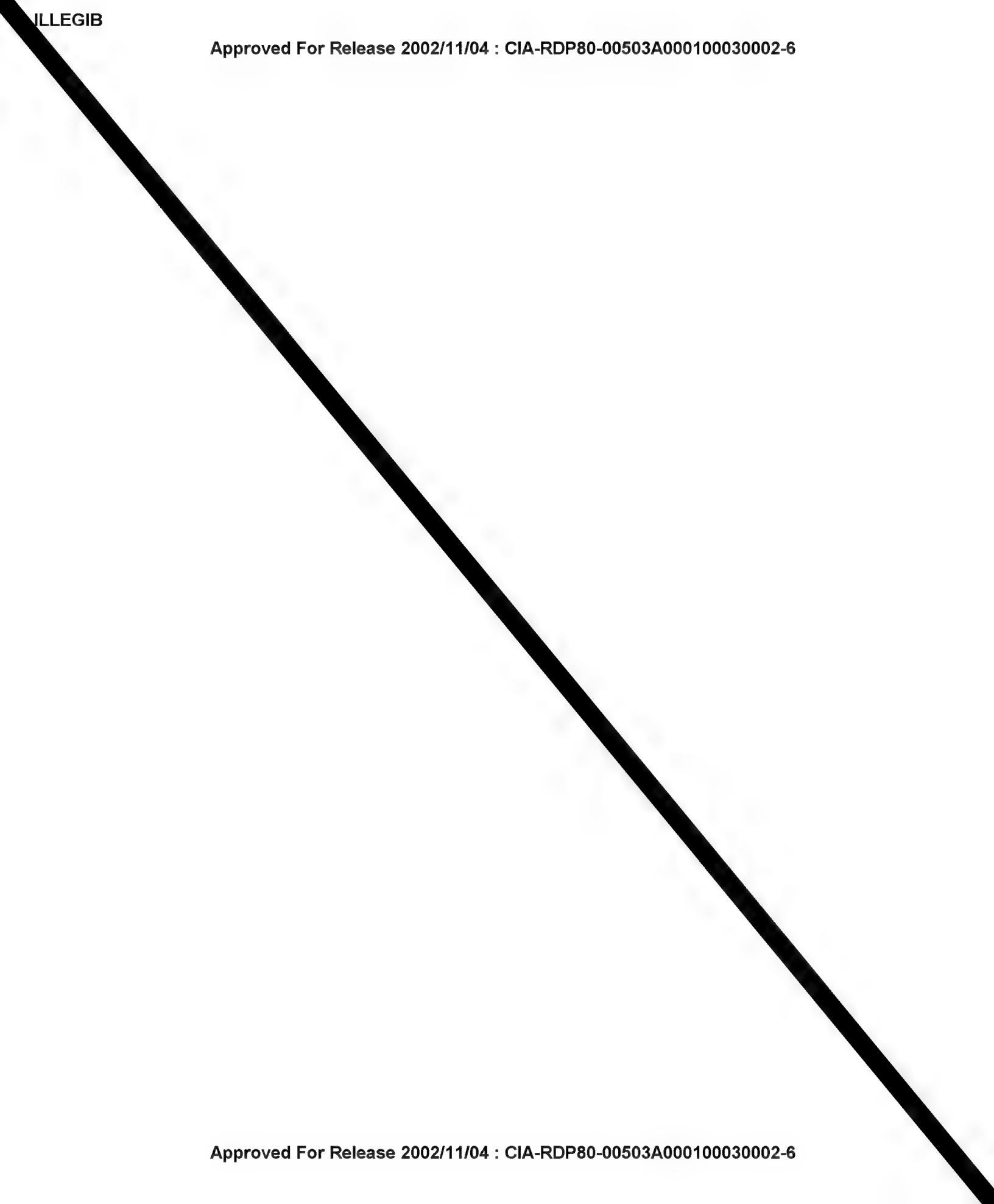
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Highly Satisfactory

1	2	3	4	5	6	7

I think that the course achieved its goals, but the schedule could be tightened up considerably by starting earlier, ending later, shortening the 1 1/2 hr. lunch and breaks, etc.

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## Intelligence Process Course -- Evaluation Form

STATINTL

Name \_\_\_\_\_

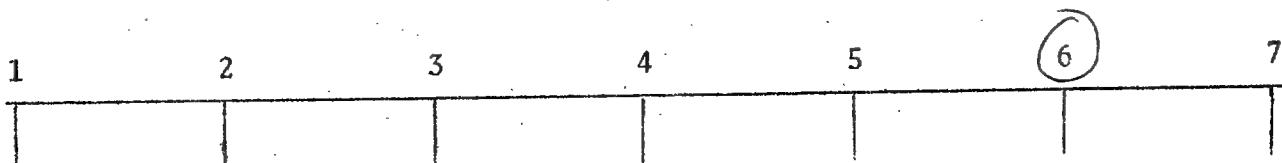
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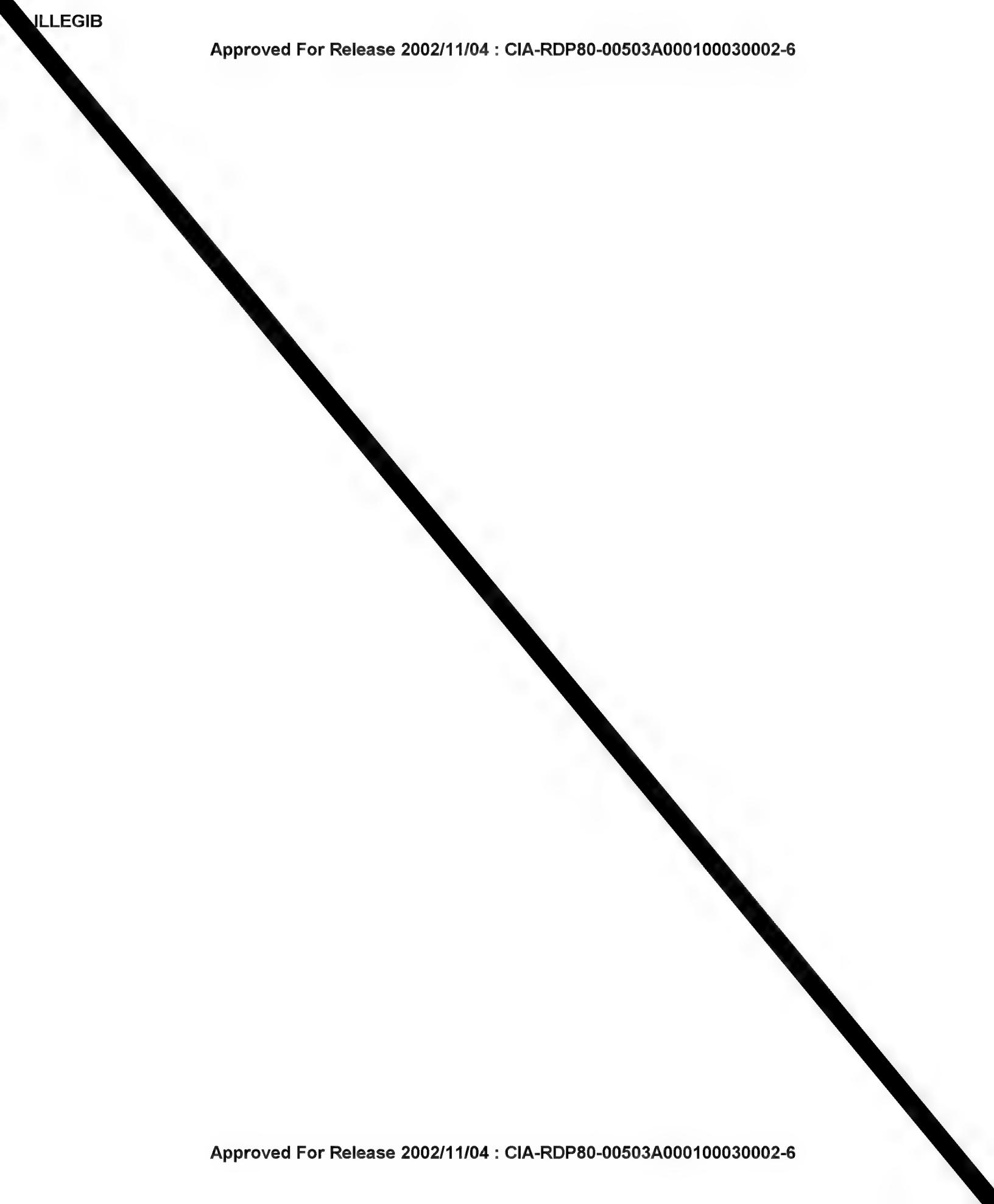
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SlightHighly Satisfactory

The course did accomplish its objectives as listed above.

(One suggestion: on the Intelligence Cycle presentation, use a view graph of the cycle to help new personnel tie it all together.)

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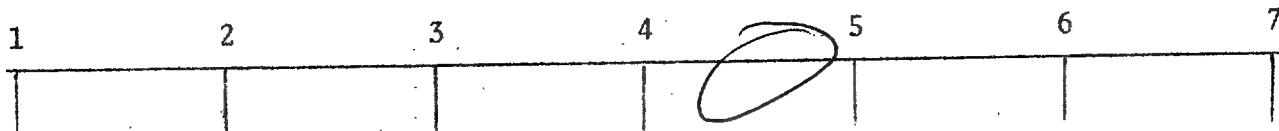
- Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.
- Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.
- Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the intelligence community to produce finished national intelligence.
- Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

The IPC undergoes continuous review and modification to achieve maximum utility, and any comments you make -- especially constructive suggestions for improvement -- will be valuable to us in designing the next course. (Use additional paper, if necessary, and do not feel confined to these specific questions; if you wish to discuss any relevant topic, feel free.)

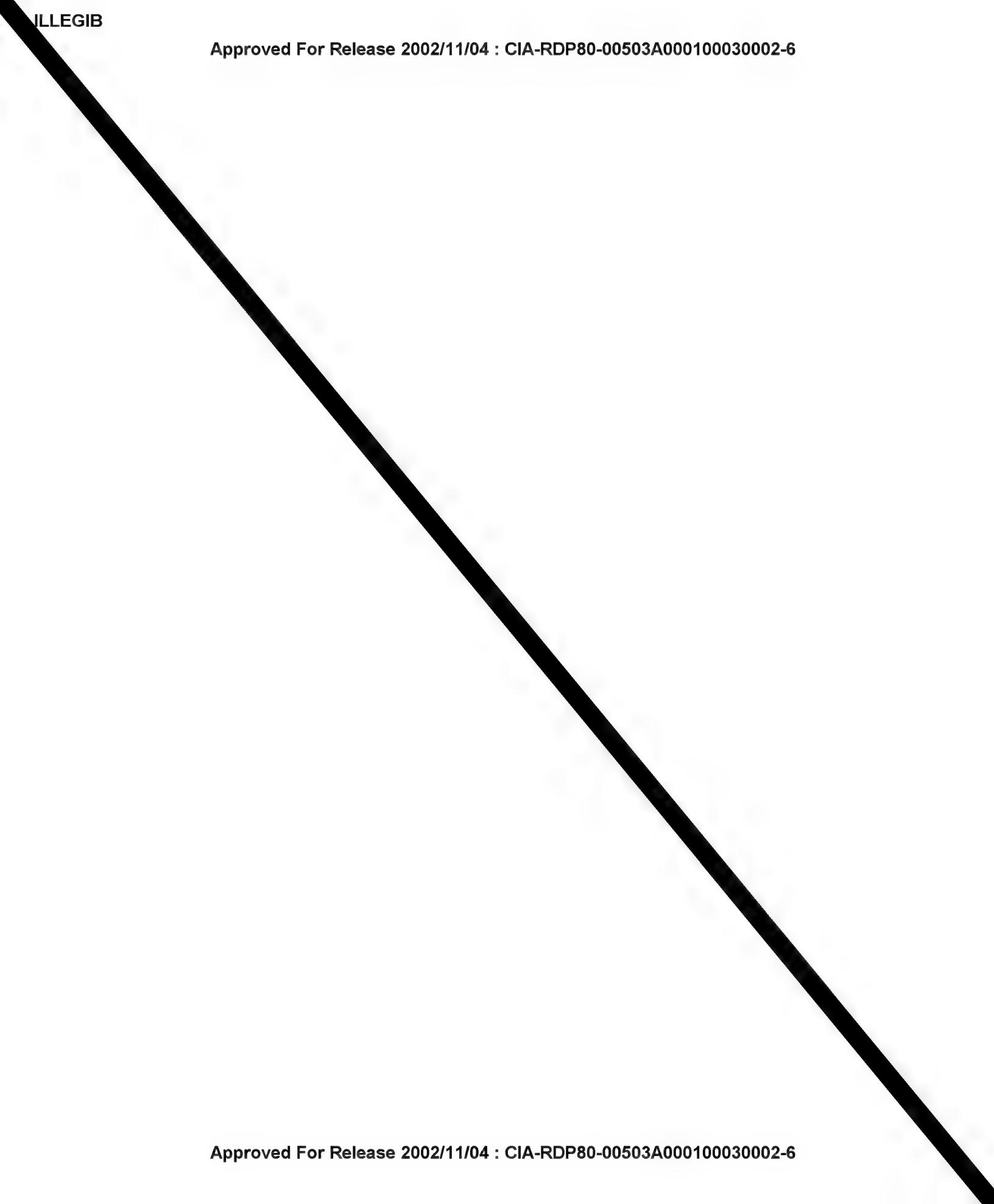
1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

Slight

Highly Satisfactory



ILLEGIB



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## Intelligence Process Course -- Evaluation Form

STATINTL

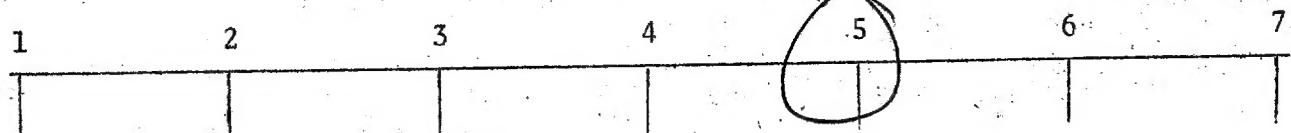
Name (Optional) 

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1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

SlightHighly Satisfactory

IPC met its stated objectives but in an agonizingly slow fashion. It could have been ~~Approved For Release 2002/11/04 : CIA-RDP80-00503A000100030002-6~~ ~~ADMINISTRATIVE - INTERNAL USE ONLY~~ palatable if given on a 2-week cycle.

STATINTL

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## Intelligence Process Course -- Evaluation Form

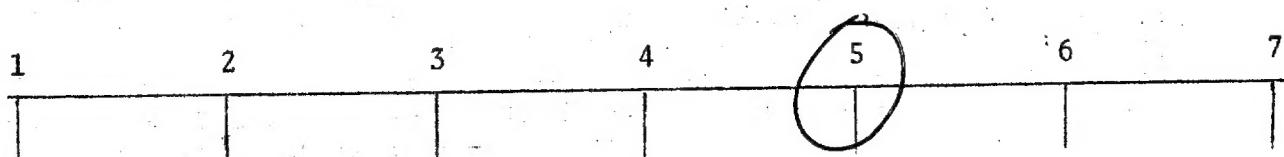
STATINTL  
Name  (Optional)

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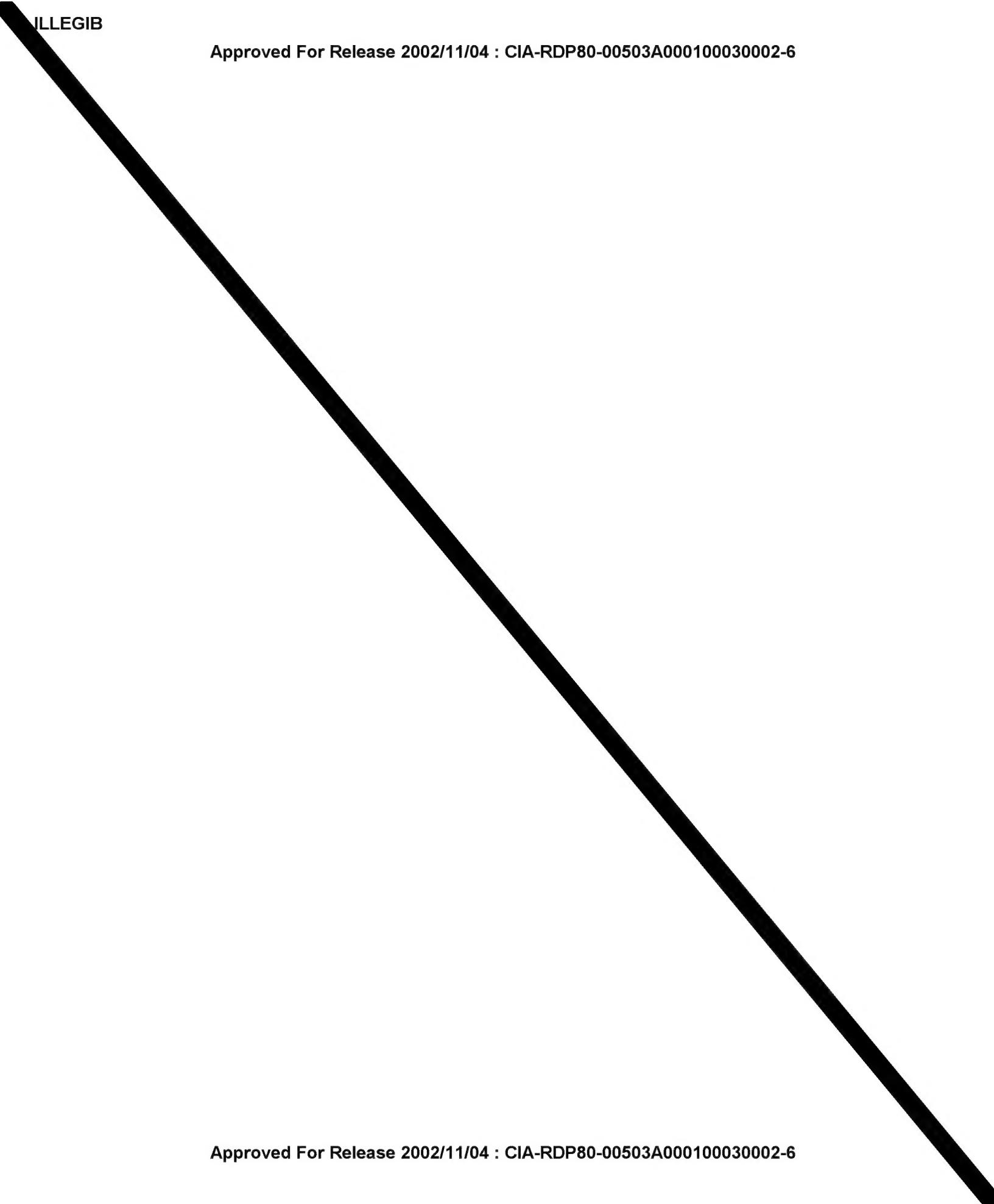
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ILLEGIB



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